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DCI MANAGEMENT TASKS FOR THE
U.S. INTELLIGENCE COMMUNITY

1. References

- a. DCI Presidential Objectives, 6 September 1973
- b. DCI IRAC Management Objectives, 14 December 1973
- c. DCI Letter of Instructions, 13 March 1974
- d. Director, Coordination Staff/Secretariat
Memoranda, 14 March 1974, 18 April 1974, 1 May 1974

2. Purpose, Format, Rationale

a. Purpose

(1) This report identifies, describes and groups 115 management tasks which are considered to be specified, implied or inherent tasks necessary to satisfy or complete action on the FY 1974 DCI Presidential and IRAC Objectives and related DCI 1974 instructions to the D/DCI/IC. While these objectives and their related tasks are actually "assigned" to the entire U.S. Intelligence Community, the Intelligence Community Staff (ICS) is generally charged with monitoring, supervising, accomplishing or insuring the completion of most of actions involved in these tasks. Therefore, all of these tasks are, or should be, the general responsibility of one or more of the components of the ICS.

(2) It should be emphasized that these 115 tasks do not represent any increase in ICS workload, per se, but are intended to represent a logical "breakout" of already assigned management responsibilities into basic, measurable tasks or jobs. While many of these tasks should be furthered divided in more specific work activities, with "progress milestones" and completion dates, they are not so listed in this report in order to allow easy task traceability to the actual wording of the DCI objectives, sub-objectives, and statements in the DCI's letter of instructions to D/DCI/IC.

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b. Format

(1) Attachment 1 contains a summary of the composition of the 115 management tasks, listings by objective, active/inactive and completed tasks for the period 10 December 1973-12 April 1974.

(2) Attachment 2 contains 115 management tasks listed closely opposite the actual wording of each FY 1974 DCI Presidential Objective or sub-objective from which they are derived or related. Implied or inherent tasks are also so listed. The management tasks derived from DCI's FY 1974 IRAC management objectives and the DCI's 1974 instructions to the D/DCI/IC are listed on separate columns close to the basic DCI Presidential objectives and sub-objectives to which they relate. Only additional or supplemental tasks considered necessary to fully complete or satisfy the objective or instruction are listed. The yellow color code indicates what portion of the task generally was completed by ICS or community actions during the period 10 December 1973-12 April 1974. Sources of work/activity results for this purpose were the ICS Weekly Reports from 10 December 1973 to 12 April 1974 and a variety of desk interviews with ICS action officers and others. Status of tasks are only shown generally for illustrative purposes and are based on recorded progress against the apparent completion date of the task. Those tasks considered completed are marked with an "X". Modifications of the DCI FY 1974 Presidential Objectives, as submitted to the Office of Management and Budget in December 1973, are also shown.

(3) Attachment 3 contains a recommended grouping of all 115 management tasks into logical "classes of action" or functional "work packages" or programs which should support each DCI Presidential Objective. The statements of basic DCI Objectives have also been revised into a more logical functional statements. The tasks in attachment 3 are in the same language and retain the same identification numbers, color codings and completion "x" as those listed in attachment 2. The regrouping of management tasks in this attachment is designed to place all related tasks together. Since all tasks can not receive individual ICS staff attention at all times, the recommended groupings will allow work to be performed on several tasks simultaneously in some cases. Better application of ICS personnel effort can be made against related tasks. Related functional groupings of tasks will insure that all tasks receive periodic attention and timely action.

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(4) Attachment 4 lists ICS components which generally have responsibility for recommended activity areas or "classes of action" described in attachment 3.

(5) Attachment 5 lists the apparent causes for inactivity in approximately 33 or 34 of the 115 management tasks described in this report.

(6) Attachment 6 lists those FY 1974 management tasks considered completed and recommended for elimination/cancellation.

(7) Management tasks are numbered A through E in accordance with the five FY 1974 DCI Presidential Objectives (goals). Each task related to a specific objective is further identified by an expansion A-1 through A-12, for example. Tasks derived from the DCI IRAC Objectives and the DCI Instructions in references 1b and 1c are likewise numbered in association with the basic DCI Presidential objective to which they most closely relate. They are further identified with an alphabetic suffix. The same task numbering system is maintained in the regrouping of tasks in attachment 3 to allow easy reference and identification of all tasks with their basic objectives.

(8) Tasks requirements are stated in language as close as possible to the original wording of the DCI objectives, sub-objectives and/or instructions. Wording of implied and inherent tasks are also as close to that of related basic tasks as possible. Implied and inherent tasks are those considered essential to proper, full completion or satisfaction of the basic DCI objectives or sub-objectives. Separate tasks were derived from the different basic DCI objectives, sub-objectives and instructions only when such a task was considered essential to full completion or satisfaction of the basic objectives or instructions.

c. Rational

(1) This report and its management task recommendations are the result of initial study of the unique management challenges and problems confronting the Intelligence Community Staff due to the complex organization and decentralized operation of the U.S. Intelligence Community. The separate departmental command structures, the "independent" control of intelligence community organizations and the complicated, technical operation of most important intelligence activities makes the U.S. intelligence community perhaps the most complex, costly, and difficult to administer of any U.S. Government functional and related activities.

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(2) Since the Director of Central Intelligence (DCI) has limited "line" or command authority over intelligence community resources, he must exert his statutory and Presidentially-directed authority on the community activities primarily in a coordination and/or "policy-enunciation" manner and through his committee chairmanship roles. This led to my initial review of available DCI "community coordination mechanisms" to ascertain if the DCI or the ICS was exercising as fully as practical all of the various coordination mechanisms available to him. It soon became clear that effective review of his management coordination methods, or of the relationships and variables throughout the intelligence community, required certain initial studies, such as:

- (a) The determination of the variety of basic community-wide management tasks derivable from the DCI's Presidential and IRAC objectives and special instructions to the D/DCI/IC.
- (b) An indication of how well these management tasks were being accomplished at this time.
- (c) Identification of any apparent gaps or "short falls" in the DCI's management impact on intelligence community-wide activities.

(3) The ultimate purpose of the overall project would be to lay out, analyze and ascertain the effectiveness of individual DCI "community coordination mechanisms," to determine what actually is the DCI's real management impact on the U.S. intelligence community, to see what is actually occurring as a result of the simultaneous activities of the ICS, the NIO's, the "revitalized" USIB mechanism, the activated IRAC mechanism, the NSCIC, NRO, and the complex operation of the DOD Defense Intelligence System (as described in the draft DIA Defense Intelligence Plan). The final value of such an undertaking would to indicate need for changes or management refinements, if necessary, to allow the DCI to better exert his influence on community-wide in-progress management activities, rather than to primarily react to after-the-fact decisions or performance results throughout the intelligence community.

(4) The "management systems" concepts underlying this project are summarized below:

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(a) The Intelligence Community Staff exists primarily to insure timely completion or accomplishment of, and/or community-wide emphasis on the DCI's Presidentially-approved objectives, IRAC management objectives, and related DCI instructions.

(b) Thus, Intelligence Community Staff personnel, a limited resource due to the requirement for all staffers to be widely experienced in intelligence community activities, must spend the major time and efforts on satisfaction of these objectives and related DCI instructions.

(c) Thus, to effectively complete or accomplish these objectives and instructions with minimum applied efforts, they must be factored and structured into management tasks which are specific, measurable, with realistic reporting "milestones" and completion dates.

(d) Completion or accomplishment of the Presidentially-approved and IRAC objectives will be the "yardstick" or "report card" by which the DCI will be evaluated as a manager.

(e) Few senior executives in the U.S. Government (at secretarial or agency director level or at the governor/mayor level in the U.S. Federal system) are able to actually develop valid and current "real world" perception or understanding of all important inter-workings and operational relationships of their huge and complex organizations, much less develop a realistic appreciation, of the inter-agency and interdepartmental relationships that constantly change and differently affect their own responsibilities. (This could be further discussed in the planning, programming, budgeting and/or operational areas to better illustrate the "principles" of bureaucratic and organizational inertia, successful resistance to change, incremental decision-making, etc.) In other words, few senior governmental executives are able to actually manage or basically change their organizations, although some give superficial appearances of doing so. (The DCI is confronted with more difficult and complex managerial responsibilities than most senior governmental executives, who at least have legal authority over all or most of the resources they are responsible for.)

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3. Management Task System

a. Management Systems Survey

(1) The management task method recommended in this report was developed after an extensive survey of management systems in use today in business, industry and government at all levels, including military management methods applicable to the Intelligence Community Staff level of responsibility. Much management literature was reviewed, as well as a good sampling of management consultant recommendations at various levels of the U.S. Government (federal) system, including data available through Ph.D program and other research for government administration college courses currently being taught.

(2) The purpose of the survey was to uncover any practical "management control" systems which might have utility at the Intelligence Community Staff level. Some of the systems reviewed were:

- a. USAFSS Program Action Directive (PAD) (used as action officer)
- b. Planning, Programming, Budgeting System (PPBS) (carefully researched while in DIA and in NSA)
- c. Network analysis management systems such as Program Evaluation and Review Technique (PERT), PERT/COST, Critical Path Method (CPM), etc. (used in past)
- d. Management by Objectives (MBO) and MBO/Results
- e. Systems Dynamics
- f. Economic Analysis, (as used by DOD)

b. Benefits of the Management Task System

(1) All Intelligence Community Staff activity and projects can be directly related to the current Presidentially-approved DCI objectives, related DCI instructions and policies.

(2) All objectives and related instructions are factored (divided) into their most practical and basic management description or tasks and then are grouped into related work programs so that work on one task may impact on and help accomplish or complete related tasks.

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(3) Management tasks thus become the basic continuing (until completed) "division of work" standard for the Intelligence Community Staff. (Note-management tasks are not all accomplishable at this level, many must be directly accomplished by elements of the Intelligence Community, to be monitored only by the Intelligence Community Staff).

(4) All staff organizational and personnel arrangements are made basically in accordance with outstanding or priority management tasks.

(5) All new fiscal year objectives can be developed from unsatisfied or continuing management tasks.

(6) Periodic review of status of current management tasks will indicate where management "short falls" are immediately occurring, allowing senior managers to make desirable personnel or priority adjustments.

(7) Excessive application of personnel effort and activities on relatively unimportant management tasks should be currently obvious at all times.

(8) Management tasks methods do not create a "paper-mill". Only top managers are directly involved in periodically reviewing status of tasks and making appropriate changes in personnel assignments and work priorities. Analysis of task status is done by a small group or an individual.

(9) All new requirements are compared to approved and outstanding tasks of staff divisions to determine if they are appropriate and related to present task assignments.

(10) Overlooked work activity becomes apparent when all management tasks are reviewed in this manner.

(11) Specific management tasks, with milestones and completion dates, can be "assigned" to components of the Intelligence Community as a clearly defined and measurable "work package."

(12) Management tasks are clearly and easily measurable whereas an overall objective may be too complex to treat in this manner.

(13) All new work responsibilities can be factored into minimum new management tasks or included in current tasks.

(14) "Task factoring" of new responsibilities or projects will identify the repetitive, routine and unique aspects of each task, as well as the long-range, mid-range and/or current aspects of related tasks.

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(15) Unique or critical tasks of objectives or new responsibilities can be isolated for application of innovative solutions.

c. Adoption of New Management Tasks

To be approved by top management as a new management task, the following must be considered:

- Double check
Criteria*
- (1) Does it directly support a DCI Presidential Objective?
 - (2) Is it distinctly separate from current identified and assigned tasks?
 - (3) Is it measurable and definable in work activity segments and milestones.
 - (4) Is it mid-range (general) or short-range (immediate).
 - (5) Can specific benefits be projected that will help achieve a DCI objective or instruction?
 - (6) Can the new task be "assigned" to a specific entity within the Intelligence Community or must it be handled by the Intelligence Community Staff?
 - (7) Can the new task be "plugged" into present tasks within the ICS/DCI management area with a minimum of personnel changes or problems.

Double?

d. Methodology

- (1) Accepted management responsibilities should be structured into tasks, activities and milestones which mark the beginning and end of specific work activities within each task.
- (2) Activities within tasks represent actual commitments of personnel, time and resources to accomplish part or all of a task.
- (3) Structuring of tasks allows senior management to anticipate future needs of personnel and resources and to better meet changing management conditions.
- (4) Current structuring of tasks, activities and milestones, as indicated above, will allow the Intelligence Community Staff time for some experimentations and improvising before OMB requires that objectives be directly integrated into the FY 1976 budget submission in October 1974.

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(5) Tasks, activities and milestones can become the building blocks for the series of new plans to be listed among the FY 1975 Presidential objectives, thus allowing the DCI to more directly influence their development, etc.

(6) Use of tasks, activities and milestones allows easy development of analytical models for management study.

e. Management Task

Application to FY 1975 Objectives

(1) The utility of the management task structure is illustrated by the fact that to implement the proposed draft FY 1975 DCI objectives, only the following minor changes are required to adjust the FY 1974 management task list.

a. Five new management tasks are needed.

b. Four present FY 1974 management tasks must be revised to incorporate more specific wording.

(2) Most FY 1975 proposed DCI objectives will, if accepted, require no new management tasks as present FY 1974 tasks amply cover them (although some regrouping of present tasks will be required). Proposed objectives can be supported by from one to as many as eight FY 1974 management tasks which are still considered current and uncompleted.



Coordination Staff/Secretariat

25X1

Remainder ?

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TOTAL DCI TASKS

DCI PRESIDENTIAL ORIGINAL TASKS	70
IMPLIED - 6	
INHERENT - 8	14
RELATED IRAC DCI MANAGEMENT TASKS	11
RELATED DCI CHARGES TO D/DCI/IC	<u>20</u>
TOTAL IC STAFF MANAGEMENT TASKS	115

TASK ACTIVITY SUMMARY 10 DECEMBER 1973 - 12 APRIL 1974

TASKS NOT REPORTED (INACTIVE)	33
TASKS WITH MINOR ACTIVITY	18
ACTIVE TASKS	54
TASKS ESSENTIALLY COMPLETED	10

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TASKS DERIVED FROM DCI OBJECTIVES/INSTRUCTIONS

<u>DCI OBJECTIVES</u>	<u>EMPHASIS</u>	<u>PRESENT</u>
A. IMPROVE INTELLIGENCE RESULTS	PRODUCTION	20
B. IMPROVE DCI'S LEADERSHIP IN COMMUNITY	MANAGEMENT IMPROVEMENT	29
C. IMPROVE EFFICIENCY OF INTELLIGENCE COLLECTION RESOURCES USE	COLLECTION/PROCESSING	25
D. IMPROVE ASSIGNMENT OF INTELLIGENCE FUNCTIONS IN COMMUNITY	MODERNIZATION	17
E. INTELLIGENCE MUST ENHANCE FORMULATION OF U.S. GOVERNMENT	IMPACT ON USER	24

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INTELLIGENCE COMMUNITY TASKS DERIVED FROM DCI OBJECTIVES AND INSTRUCTIONS

ATTACHMENT 2

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

- A. The Responsiveness of the U.S. Foreign Intelligence effort with respect to National Requirements must be subject to continuing review and the quality, scope and timeliness of the Community's product must be improved.
- I. To meet these objectives I plan to do the following regarding the National Intelligence Product:
- (1) Through the NSCIC determine which National Intelligence Product satisfy user needs and identify new product requirements.

Revised: December 1973 to read:

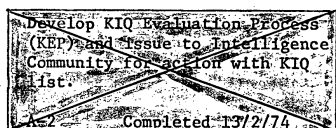
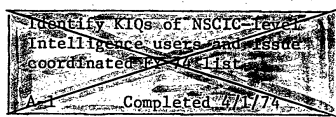
Through review of the response to Key Intelligence Questions coordinated with NSCIC and other users, determine Community's performance in responding to user needs.

- a. Identify Questions.
- b. Establish Evaluation Procedures
- c. Review Production and Analytical Posture
- d. Review Collection & Processing Postures
- e. Review Consumer Satisfaction with Products

SPECIFIC DCI PRESIDENTIAL TASKS
(Derived from DCI's Objectives)

- A. Improve U.S. Intelligence Community Results (Production Emphasis)

- (1) Continuous review of Intelligence Community's responsiveness to national requirements.



RELATED IRAC MANAGEMENT TASKS
14 December 1973

RELATED DCI TASKS FOR IC STAFF
13 March 1974

Establish a system of relating over time - Community resource expenditures to KIQs of users.

A-2a Target Date Mar. 75

Provide the secretariat and managerial support to the KIQ process.

A-2b Target Date Now to Mar. 75

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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SPECIFIC DCI PRESIDENTIAL TASKS
(Derived from DCI's Objectives)

RELATED ICIC MANAGEMENT TASKS
14 December 1973

2
RELATED DCI TASKS FOR IC STAFF
13 March 1974

Review Intelligence Community's
production and analysis results
against first 12 KIQs via KEP.
Determine specific Community
performance to answer KIQs

A-3 Target Date Jul-Sep 74

Review Intelligence Community's
collection and processing results
against first 12 KIQs via KEP.
Determine specific Community
performance to provide adequate
data on KIQs.

A-4 Target Date Jul-Sep 74

Insure adequate data processing/
computer support for KEP baseline
and performance KIQ aggregate
analysis and summary reporting of
collection, processing, analysis
and production efforts against
first 12 KIQs.

A-5 Target Date Jul-Sep 74

Determine actual/apparent user
satisfaction with finished Intelli-
gence products resulting from
Intelligence Community emphasis on
first 12 KIQs.

A-6 Target Date Jul-Sep 74

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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APPENDIX C DERIVED DCI TASKS
(Derived from DCI's Objectives)

14 December 1973

RELATED DCI TASKS FOR IC STAFF
13 March 1974

- (2) Achieve significant improvements in product formats and production procedures to increase responsiveness early in 1974.

Develop and implement realistic user evaluation system to ascertain value (or satisfaction) to senior users of finished intelligence products resulting from KIQ/KEP

A-7 Target Date Jul-Sep 74

- (2) Achieve technical improvements in all national intelligence products to increase responsiveness to national user needs

Improve formats of all national intelligence products to increase responsiveness of Intelligence Community to senior user needs.

A-8 Target Date Early 1974

Improve production procedures for all national products to increase responsiveness of Intelligence Community to senior user needs

A-9 Target Date Early 1974

Develop and implement procedure for determining if changes made in national intelligence products formats and production procedures have improved responsiveness to national user needs.

A-10 * Target Date Early 1974

* Implied task which is assumed to be basic and essential to proper support of DCI Objective A.

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

- (3) Establish by December 31, 1973 procedures to enable the NSCIC and my own staff to review the responsiveness and quality of the Community's product.
(Deleted, partially included in new (1) above 12/73.)

II. (Regarding all Intelligence Community activities): The quality, scope and timeliness of the Community's product must be improved.

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MANAGEMENT TASKS
(Derived from DCI's Objectives) 14 December 1973

- (3) Improve all Intelligence Community products substantively.

Improve the quality of products throughout the Intelligence Community.

A-11 Target Date March 75

Improve scope of products throughout the Intelligence Community

A-12 Target Date March 75

Improve timeliness of products throughout the Intelligence Community.

A-13 Target Date March 75

Develop and implement procedure for determining what improvements have been made in quality, scope and timeliness of Community

A-14 Target Date March 75

4
RELATED DCI TASKS FOR IC STAFF
13 March 1974

Establish and maintain a procedure for evaluation of specific Community analysis efforts.

A-11/12a Target Date March 75

Establish a coordinated Community effort to improve analytical efforts.

A-11/12b Target Date March 75

Establish and maintain a procedure for evaluation of (all)*Community production activities (reporting)

A-12/13a Target Date March 75

Insure evaluation of the utility of Community Intelligence products and advised DCI and NIOs of ways and means to improve them.

A-14a Target Date March 75

* Implied task which is assumed to be basic and essential to proper support of DCI Objective A.

** Implied from wording of DCI Instructions.

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

- B. Authoritative and responsible leadership for the Community as a whole must be assured.

To meet this Community leadership goal I will:

- (1) Issue specific planning objectives shortly to the elements of the Community.

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(Derived from DCI's Objectives)

- B. Improve DCI's authoritative and responsible leadership in the Intelligence Community (Management improvement emphasis)

- (1) Issue DCI planning objectives and targets.

Monitor and actively participate in development of JCS-DIA-DCI-State long-and mid-range intelligence planning (and the JCS-DIA FY'78 planning cycle).

B-0* Target Date June 75

Issue specific planning objectives to the Intelligence Community to support all Intelligence Community planning and programming (DCI's planning perspectives)

B-1 Target Date Mid-74

~~Issue specific target objectives to the Intelligence Community to provide DCI-approved and USIB coordinated list of prioritized intelligence targets for all Intelligence Community planning and programming. (DCID 1/2)~~

~~B-2 Target Date Dec 74~~

5
RELATED DCI TASKS FOR IC STAFF
13 March 1974

Provide a focal point for DCI planning activity for the Community and for the drafting and circulation of appropriate DCI guidance papers including the DCI perspectives.

B-1a Target Date: Continuous

* Implied from wording of basic DCI Objective.

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

- (2) Complete the restructuring and strengthening of my personal staff by October 15, 1973 to provide me independent support in Community matters.

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SPECIAL PRESIDENTIAL TASKS
(Derived from DCI's Objectives)

- (2) Strengthen the DCI's personal staff

~~Restructure and strengthen the Intelligence Community Staff as part of the DCI's personal staff.~~

~~B-3 Target Date 15 Oct 73~~

~~Restructure and strengthen the National Intelligence Officers structure as part of the DCI's personal staff.~~

~~B-4 Target Date 15 Oct 73~~

Provide the DCI independent management support in Community affairs through operation of the Intelligence Community Staff.

B-5 Target Date-continuous

6
RELATED DCI TASKS FOR IC STAFF
13 March 1974

Prepare the Community annual report

B-5a Target Date Dec 74(?)

Assure satisfaction of PFIAB requirements for intelligence and evaluation information.

B-5b Target Date Mar 75

Create and maintain multi-agency staff to assist Intelligence Community entities in resolution of management and procedural problems.

B-5c Target Date Mar 75

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

SPECIAL DCI PRESIDENTIAL TASKS
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(Derived from DCI's Objectives)

7
RELATED DCI TASKS FOR IC STAFF
13 March 1974

Provide Secretariat function
for the objectives the DCI
undertakes for the President.

B-5d Target Date-continuous

Establish coordinated Intelligence
Community effort to
improve quality and accepta-
bility of outside substantive
research.

B-5e Target Date-continuous

Provide the DCI independent
substantive intelligence support
in Community affairs through the
National Intelligence Officer
system.

B-6 Target Date-continuous

- (3) Participate actively in the NSCIC and
insure that IRAC and USIB have a
dynamic and forceful role in the
Community.

- (3) Establish an effective DCI
leadership role.

Participate actively in NSCIC
deliberations and actions (DCI
serves as NSCIC Vice Chairman)

B-7 Target Date-continuous

Provide active leadership and
Secretariat support for the NSCIC
working group thru the Intelligence
Community Staff.

B-8 Target Date-continuous

Energize and improve the
NSCIC Community Intelligence
coordinating mechanism.

B-7a Target Date Mar 75

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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Related DCI Tasks for IC Staff
(Derived from DCI's Objectives) 14 December 1973

8
RELATED DCI TASKS FOR IC STAFF
13 March 1974

Insure a dynamic and forceful
Community role for IRAC. (DCI
serves as Chairman and IC staff
supports working group)

B-9 Target Date-continuous

Energize and improve IRAC
Community Intelligence
coordinating mechanism

B-9a Target Date Mar 75

Provide the Secretariat
function for the USIB and
IRAC

B-9/10a

Identify and provide improvements
in inter-agency sharing and mutual
assistance in data processing,
for IRAC coordination with program
managers. (IRAC W/G aided by
IHC.)

B-9b Target Date 30 Jun 74

Identify and provide improvements
in inter-agency sharing and mutual
assistance in communications
for IRAC coordination with program
managers. (IRAC W/G.)

B-9c Target Date 30 Jun 74

Identify and provide improvements
in inter-agency sharing and mutual
assistance in logistics, for IRAC
coordination with program managers.
(IRAC W/G.)

B-9d Target Date 30 Jun 74

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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IDENTIFICATION TASKS
(Derived from DCI's Objectives)
14 December 1973

9
RELATED DCI TASKS FOR IC STAFF
13 March 1974

Identify and provide improvements in interagency sharing and mutual assistance in administrative and training techniques for IRAC coordination with program managers. (IRAC W/G.)

B-9e Target Date: 30 Jun. '74

(4) Improve USIB effectiveness.

Insure a dynamic and forceful Community role for USIB. (DCI serves as Chairman and IC staff monitors activities of committees)

B-10 Target Date-continuous

Energize and improve USIB Community Intelligence coordinating mechanisms.

B-10a Target Date: Mar. '75

- (4) Review the USIB Committee structure before the end of 1973 and direct, if necessary, changes to increase USIB effectiveness in advising me on national requirements.

Review USIB committee structure by 31 December 1973 as basis for possible reorganization recommendations.

B-11 Target Date 31 Dec 73

Direct USIB and/or Committee changes to increase USIB effectiveness as advisor to the DCI on national requirements.

B-12 Target Date Mar 75

Insure that the USIB Security Committee develops more efficient compartmentation procedures.

B-12a Target Date 30 Jun 74

- (5) Review programs to upgrade the quality of intelligence personnel and improve Personnel Management in the Community.

(5) Improve Personnel Management

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6 September 1973

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PERSONNEL MANAGEMENT TASKS
(Derived from DCI's Objectives)

14 December 1973

RELATED DCI TASKS FOR IC STAFF
13 March 1974

Review all programs for Personnel
Management in Intelligence Community
and develop methods to improve
quality of intelligence personnel.

B-13 Target Date -- Mar 75

Implement methods and procedures to
improve overall Personnel Management
throughout the Community.

B-14 Target Date Mar 75

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DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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(Derived from DCI's Objectives)

11
RELATED DCI TASKS FOR IC STAFF
13 March 1974

C. A more efficient use of resources by the Community in the collection of intelligence information must be achieved. Utilization of the means available must be in consonance with approved requirements of U.S. security and national interests.

C. Improve efficiency of intelligence collection resources use (collection/processing emphasis).

I. To meet this goal I will, with respect to National Intelligence Program Budget* recommendations:

(1) DCI conducts Congressional budgetary actions.

(1) Continue to support the President's Intelligence Budget for FY 1974 before Congress.

~~Support the President's FY 1975 budget at Congressional hearings, etc. Develop FY 1975 (~1980) National Foreign Intelligence Budget recommendations (NFIBR) for DCI transmittal to OMB and the President.~~

~~C-1 Target Date: Jun. '74~~

Prepare "backup" and special summaries of Intelligence Community activities and results to support DCI in Congressional and other appearances.

C-2 Target Date: Continuous

* Changed 12/73 to read National Foreign Intelligence Budget Recommendations (NFIBR)

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

- (2) Develop for FY 1975 and beyond National Intelligence Program Budget* recommendations. These will result from the review procedure of the various intelligence entities and the total review and deliberations of IRAC on the programs therein. The National Intelligence Program Budget* will be my personal recommendation to the President on the level of National Intelligence resources, their utilization and performance.

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(Derived from DCI's Objectives)

- (2) Develop Intelligence
Community Program/Budget

Develop FY 1976 (-FY1980)
National Foreign Intelligence
Budget recommendations (NFIBR)
for DCI transmittal to OMB
and the President.

C-3 Target Date: Dec. '74

Review all National Intelligence programs for utility (and performance) as basis for development of annual NFIBR and DCI's programming and budgetary actions.

C-4 Target Date: Continuous

Actively monitor and participate in development of DOD consolidated Defense Intelligence program and budget for FY 76 and insure appropriate DCI input based on FY 75 NFIBR, etc.

C-5 Target Date: Dec. '74

Actively monitor and participate in development of CIA and State intelligence program budgets for FY 76 and insure appropriate DCI input based on FY 75 NFIBR, etc.

C-6 Target Date: Dec. '74

RELATED DCI TASKS FOR IC STAFF
13 March 1974

Establish and maintain procedures for evaluation of (all)**Intelligence Community efforts in resources utilization.

C-4A Target Date: Mar. '75

* Changed 12/73 to read National Foreign Intelligence Budget Recommendations (NFIBR)

** Implied from wording of DCI Instruction.

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6 September 1973

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13
RELATED DCI TASKS FOR IC STAFF
14 December 1973
13 March 1974

Improve, annually update and maintain the Consolidated Intelligence Resources Information System (CIRIS) to provide a Community-wide standardized data bank for all intelligence resources.

C-7 Target Date: Continuous

Actively monitor and participate in development of CDIP planning for FY 77 DOD PPBS cycle based on DCID 1/2 and related DCI planning objectives. *

C-8* Target Date: Dec. '74

Actively monitor and participate in development of CIA and State program planning for FY 77 cycle based on DCID 1/2 and related DCI planning objectives. *

C-9* Target Date: Dec. '74

(3) Institute a Quarterly Review by the IRAC of resource utilization by all intelligence entities.

(3) IRAC reviews resources use.

Insure that IRAC makes a quarterly Review of actual use of assigned intelligence resources throughout the Intelligence Community as basis for DCI program recommendations.

C-10 Target Date: Mar. '75

Develop system for annual program financial plans against which program mgrs. can report to IRAC quarterly on current expenditures and pertinent management actions. (IRAC Working Group.)

C-10A Target Date: Mar. '75

* Implied tasks which are assumed to be basic and essential to proper support of DCI Objectives.

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6 September 1973

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SPECIFIC DCI PRESIDENTIAL OBJECTIVES TASKS
(Derived from DCI's Objectives)

14 December 1973

14
RELATED DCI TASKS FOR IC STAFF
13 March 1974

(4) With the advice of IRAC and the USIB, define and complete, throughout FY 74, a series of major program issue studies.

(4) Conduct program issue studies.

Define, conduct and complete major program issue studies in all pertinent collection and processing areas IAW USIB advice and support as a basis for NFIBR and DCI program recommendations.

C-11 Target Date: Jul. '74

Insure that IRAC develops plans to apply analytical systems to evaluate comparative input and costs of specific collection, processing and production activities to satisfy DCI Objectives (IC Staff.)

C-10B Target Date: 30 Jun. '74

Establish and maintain procedures for evaluation of (all)* Intelligence Community collection activities.

C-11/12A Target Date: Mar. '75

Establish and maintain procedures for evaluation of (all)* Intelligence Community processing activities.

C-11/12B Target Date: Mar. '75

Define, conduct and complete major program issue studies in all pertinent collection and processing areas with IRAC advice and support as a basis for NFIBR and DCI program recommendations.

C-12 Target Date: Jul. '74

Develop programs of resource-related studies to guide management for current and future years (for IRAC coordination with program managers).

C-12A Target Date: Mar. '75

* Implied from wording of DCI Instructions.

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

II. With Respect to Research and Development.

- (5) Form an R&D Advisory Council as a Subcommittee of IRAC by mid-October 1973.

- (6) Instruct the Council to review all R&D activities within the National Intelligence Program to identify ongoing R&D efforts, their costs, their purpose and who has responsibility for each effort.

SPECIFIC DCI PRESIDENTIAL TASKS
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(Derived from DCI's 6 Sept 1973)

RELATED IRAC MANAGEMENT TASKS
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RELATED DCI TASKS FOR IC STAFF
13 March 1974

Achieve greater resource flexibility across program lines and insure that IRAC recommends specific actions to obtain such flexibility (for IRAC coordination with program manager) (IRAC W/G.)

C-12B Target Date:

- (5) Improve Research and Development.

Establish a R&D Advisory Council as IRAC Subcommittee to insure coordinated R&D planning and program recommendations throughout the Intelligence Community.

C-13 Target Date: 15 Oct. '73

Insure that IRAC R&D Council reviews all R&D activities funded by National Intelligence Programs and identifies current R&D efforts, their costs, purpose and OPI.

C-14 Target Date: Jul. '74

Energize and improve the R&D Council as a Community coordinating mechanism.

C-14A Target Date: Mar. '75

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

~~SECRET~~ - DCI PRESIDENTIAL TASKS
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RELATED DCI TASKS FOR IC STAFF
13 March 1974

- (7) Instruct the Council to recommend by January 1, 1974, an overall R&D strategy and structure for IRAC consideration based on a clear perception of intelligence needs which identifies technological gaps and resource deficiencies, eliminates unnecessary duplication of effort and stress cross-program technology transference.

~~Instruct IRAC R&D Council to recommend overall R&D planning and programming strategy to insure advance identification and consideration of intelligence needs, gaps, resource deficiencies, duplications and cross-programming.~~

~~C-15 Target Date: 1 Jan. '74~~

Insure that R&D Council develops & conducts overall R&D studies to support future intelligence needs, eliminates technological gaps and resource deficiencies, duplications and stresses cross-program transference.

C-16 Target Date: Continuous

Insure that IRAC R&D Council explores new techniques, identifies technological gaps and resource deficiencies, eliminates duplication of effort and provides for the appropriate transfer of technology within Intelligence Community.

C-14B Target Date: Mar. '75

SIMILAR TASKS,
TO BE
CONSOLIDATED

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

SPECIFIC DCI PRESIDENTIAL TASKS
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RELATED TRAC MANAGEMENT TASKS
14 December 1973

RELATED DCI TASKS FOR IC STAFF
13 March 1974

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D. Assignment of intelligence functions within the Community must be reviewed and revised to eliminate inefficient, unnecessary or out-moded activities.

I. To meet this goal, I will respect to measures of intelligence worth:

- (1) Undertake specific studies to evaluate the intelligence product and its worth to the consumer and eliminate intelligence collection and production effort of marginal usefulness.

D. Improve assignment of intelligence functions in the Intelligence Community -
(modernization of activities emphasis)

- (1) Determine worth of intelligence products.

Conduct specific studies to evaluate (all)* intelligence products to determine their worth (value) to users in supporting their policy, programming and/or operational requirements.

D-1 Target Date: Mar. '75

Develop and implement an effective method to determine worth of intelligence activities from standpoint of user satisfaction.

D-2 Target Date: Dec. '74

* Implied from wording of DCI Objective D.

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6 September 1973

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Related DCI Tasks for IC Staff
(Derived from DCI's Objectives)
14 December 1973

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RELATED DCI TASKS FOR IC STAFF
13 March 1974

(2) Eliminate marginal activities.

Eliminate marginal collection activities throughout Intelligence Community, after thorough study and evaluation of collection systems operation against requirements.

D-3 Target Date: Mar. '74

Eliminate marginal processing activities throughout the Intelligence Community, after thorough study and evaluation of processing systems operations.

D-4 Target Date: Mar. '75

Eliminate marginal production activities throughout Intelligence Community, after thorough study and evaluation of production procedures & results.

D-5 Target Date: Mar. '75

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SPECIFIC DCI PRESIDENTIAL TASKS
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(Derived from DCI's Objectives)

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RELATED DCI TASKS FOR IC STAFF
13 March 1974

- (2) Undertake selective review during the next 18 months of the following in order to better rationalize the Division of Labor and increase the number of services of common concern performed within the Community.

Indication and Warning Intelligence

ELINT processing and exploitation

Current Intelligence and Reporting

HUMINT Operations and Foreign Service Reporting

- (3) Improve Division of Labor

Conduct Community-wide study of indications and warning intelligence activities to determine optimum Division of Labor and increase number of common services within Community.

D-6 Target Date: Mar. '75

Increase usefulness and efficiency of COINS and related information Handling systems through improved planning, programming and technical advancement to support all Intelligence Community requirements.

D-6 Target Date: Mar. '75

Conduct Community-wide study of ELINT processing and exploitation activities to determine Division of Labor and increase number of common services within Community.

D-7 Target Date: Mar. '75

Conduct Community-wide study of current intelligence reporting to determine optimum Division of Labor and increase number of common services within Community.

D-8 Target Date: Mar. '75

Conduct Community-wide study of HUMINT operations and Foreign Service reporting to determine optimum Division of Labor and increase number of common services within Community.

D-9 Target Date: Mar. '75

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6 September 1973

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RELATED DCI TASKS
14 December 1973

RELATED DCI TASKS FOR IC STAFF
13 March 1974

- (3) Explore and, where necessary, increase the usefulness of the intelligence product to net assessment producers and consumers (recommended for deletion in Dec. '73 since OSD (ASD/I) would play central role in this study).

- (4) Support Net Assessments.

Evaluate usefulness of Intelligence Community products to net assessment producers and users. Monitor and assist DOD in conducting final study.

D-10 Target Date: Mar. '75

II. Tactical Interface

- (4) Submit a report in the third quarter of FY 74 on the National/Tactical Intelligence Interface. As a basis for this report, I will:

- (5) Review National/Tactical Intelligence Interface.

Submit an overall report (to President/OMB/DOD) on National/Tactical Interface.

D-11 Target Date: 31 Mar. '74

Improve visibility of Tactical Intelligence resources for DCI review.

D-11A Target Date: Mar. '75

- (5) Ask the Department of Defense and the Joint Chiefs of Staff to review the requirements for intelligence assets in place with the Military Forces and identify support which could be provided to the Military Forces from national assets.

Ask DOD & JCS to review overall requirements for in-place Military Intelligence assets and to identify intelligence support which national assets can provide Military Forces.

D-12 Target Date: Feb. '74

Determine contributions to National Intelligence effort which in-place Military Intelligence can make (program mgrs. will aid this study).

D-13 Target Date: Feb. '74

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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SPECIFIC DCI PRESIDENTIAL OBJECTIVES
(Derived from DCI's Objectives)

14 December 1973

21
RELATED DCI TASKS FOR IC STAFF
13 March 1974

Identify type and amounts of intelligence from national assets which can be provided in timely and usable form to Military Commanders.

D-14 Target Date: Feb. '74

Develop recommendations with SecDef to insure optimum National/Tactical Intelligence relationships and to insure needs of both levels are met without unnecessary duplication or overlap.

D-15 Target Date: Early '74

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

E. The provision of intelligence and its utilization must enhance the formulation of the foreign military and economic policies of the U.S. Government and the planning for the and the conduct of military operations by U.S. Forces.

I. To meet this goal I will, with respect to consumer needs:

- (1) Implement a procedure with USIB whereby requirements for collection and production of intelligence are kept under continuing review. Provision will be made for the introduction of new requirements as needed and for elimination of those which become out-of-date.

E. Intelligence must enhance formulation of U.S. Government policies and decisions (intelligence application emphasis).

- (1) Act on all requirements efficiently.

Insure Intelligence Community emphasis on priority foreign policy issues and needs of NSC-level policymakers and decision makers.

E-O* Target Date: Mar. '75

Determine actual utility and/or usefulness of present U.S. Intelligence Community reports and estimates in formulation of U.S. Foreign Policies.

EO-1 * Target Date: Mar. '75

Implement a special procedure with USIB for continuous review of intelligence collection and production requirements for introduction of new requirements as needed and automatic elimination of out-of-date requirements.

E-1 Target Date: Continuous

Develop and implement practical method to effectively sample and/or determine value and/or use of intelligence reports and estimates in formulation of U.S. Foreign policies.

EO-2 * Target Date: Jan. '75

* EO designation identifies tasks which are assumed to be basic and essential to proper support of DCI Objective E.

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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INHERENT OR RELATED TASKS
CONSIDERED ESSENTIAL TO
SATISFACTION OF THIS OBJECTIVE*

II. Military Intelligence

- (2) Have the Department of Defense identify by November 1, 1973 the ten or so highest priority needs in the field of Technical Intelligence required by their planners.

- (2) Support priority Military Intelligence requirements.

Ask DOD to identify 10 highest priority Technical Intelligence needs required by their JCS/ service planners.

E-2 Target Date: 1 Nov. '73

Insure Intelligence Community emphasis on 10 highest priority Technical Intelligence needs of DOD/JCS/services planners.

E-3 Target Date: Feb. '74

Determine usefulness of present Intelligence Community products, reports and estimates in formulation of U.S. Military policies.

EO-3A* Target Date: Mar. '75

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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INHERENT OR RELATED TASKS
CONFIDENTIAL TO
SATISFACTION OF THIS OBJECTIVE*

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- (3) Prepare for NSCIC approval in the third quarter of FY 1974 intelligence production programs in Soviet and Chinese Military R&D, and in Warsaw Pact general purpose force effectiveness.

Prepare for NSCIC approval intelligence production programs on USSR and Chinese Military R&D.

E-4 Target Date: 31 Mar. '74

Determine usefulness of all Intelligence Community products, reporting and estimates in planning for and conduct of operations by U.S. Military Forces.

EO-3B* Target Date: Mar. '75

Prepare for NSCIC approval intelligence production programs on Warsaw Pact general purpose effectiveness.

E-5 Target Date: 31 Mar. '74

Develop and implement practical method to effectively sample and/or determine actual value and/or use of intelligence products, reports and estimates in formulation of U.S. Military policies, plans and conduct of operations.

EO-3C* Target Date: Jan. '75

* EO designation identifies tasks which are assumed to be basic and essential to proper support of DCI Objective E.

IV. Narcotics and Terrorism

- (7) In coordination with other Federal Agencies, identify the needs for Foreign Intelligence in these areas, and match the unique capabilities of the Intelligence Community to those needs.

Improve specialized intelligence support.

Identify needs for Foreign Intelligence on narcotics activities throughout world which may threaten U.S. interests and people.

E-10 Target Date: 1 Jan.'74

Identify need for Foreign Intelligence on terrorism activities throughout world which may threaten U.S. interests.

E-11 Target Date: 1 Jan.'74

Assign sufficient collection and production assets to properly support all users of intelligence on narcotics activities, within present capabilities after coordination with other Federal Agencies.

E-12 Target Date: 1 Jan.'74

DCI's PRESIDENTIAL OBJECTIVES
6 September 1973

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~~SECRET~~ INHERENT OR RELATED TASKS
DCI's PRESIDENTIAL TASKS
(Derived from DCI's Objectives) CONSIDERED ESSENTIAL TO
SATISFACTION OF THIS OBJECTIVE*

27

Assign sufficient collection and production assets to properly support all users of intelligence on world-wide terrorism which may threaten U.S. interests, within present capabilities after coordination with other Federal Agencies.

E-13 Target Date: 1 Jan. '74

Determine appropriate new assignments of responsibilities and new resource levels that should be devoted to optimum Intelligence Community support of Foreign Intelligence on narcotics and terrorism.

E-14 Target Date: 1 Jan. '74

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ATTACHMENT 3

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DCI PRESIDENTIAL OBJECTIVES (REVISED)

A: IMPROVE INTELLIGENCE RESULTS -- (PRODUCTION EMPHASIS)

CONTINUOUS REVIEW OF INTELLIGENCE
COMMUNITY'S RESPONSIVENESS TO
NATIONAL REQUIREMENTS

ACHIEVE TECHNICAL IMPROVEMENTS
IN ALL NATIONAL INTELLIGENCE
PRODUCTS TO INCREASE RESPONSIVE-
NESS TO NATIONAL USER NEEDS

IMPROVE ALL INTELLIGENCE
COMMUNITY PRODUCTS SUBSTANTIVELY

B: IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP IN COMMUNITY -- (MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH AN EFFECTIVE DCI COMMUNITY
COORDINATION MECHANISM FOR OUT-
YEARS PLANNING AND ESTIMATING

ESTABLISH AND MAINTAIN A VIABLE DCI
PROGRAM/BUDGETARY PROCESS AS A PRIMARY
COMMUNITY COORDINATION MECHANISM FOR
FINANCIAL MANAGEMENT AND CONTROL

IMPROVE USIB EFFECTIVENESS AS
PRIMARY DCI COMMUNITY COORDINA-
TION MECHANISM FOR SUBSTANTIVE
INTELLIGENCE MANAGEMENT

ESTABLISH AN EFFECTIVE LEADERSHIP
ROLE IN NSCIC FOR THE DCI

ESTABLISH IRAC AS PRIMARY
DCI COMMUNITY COORDINATION
MECHANISM FOR INTELLIGENCE
RESOURCES MANAGEMENT

MISCELLANEOUS MANAGEMENT
ACTIVITIES

STRENGTHEN THE DCI'S
PERSONAL STAFFS

IMPROVE PERSONNEL MANAGEMENT
IN INTELLIGENCE COMMUNITY

C: IMPROVE EFFICIENCY OF INTELLIGENCE COLLECTION RESOURCES USE -- (COLLECTION/PROCESSING EMPHASIS)

DEVELOP AND MAINTAIN COLLECTION/
PROCESSING EVALUATION SYSTEM

CONDUCT COORDINATED INTELLI-
GENCE COMMUNITY RESEARCH
AND DEVELOPMENT PROGRAMS

CONDUCT PROGRAM ISSUES
STUDIES OF COLLECTION/
PROCESSING PROGRAMS

D: IMPROVE ASSIGNMENT OF INTELLIGENCE FUNCTIONS IN COMMUNITY -- (MODERNIZATION EMPHASIS)

DETERMINE WORTH OF INTELLIGENCE
COMMUNITY PRODUCTS TO USERS

IMPROVE EFFICIENCY OF INTELLI-
GENCE COMMUNITY ACTIVITIES

REVIEW AND DETERMINE
OPTIMUM NATIONAL/TACTICAL
INTELLIGENCE INTERFACE & MIX

E: INTELLIGENCE MUST ENHANCE FORMULATION OF U.S. GOVERNMENT POLICIES & DECISIONS--(APPLICATION OF INTELLIGENCE EMPHASIS)

INSURE OPTIMUM INTELLIGENCE
SUPPORT OF U.S. FOREIGN POLICIES

INSURE OPTIMUM INTELLIGENCE
POLICIES AND OPERATIONS

INSURE OPTIMUM INTELLIGENCE
SUPPORT OF U.S. ECONOMIC POLICIES

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DCI PRESIDENTIAL OBJECTIVE A (REVISED) -- IMPROVE INTELLIGENCE RESULTS --
(PRODUCTION EMPHASIS)

1

... CONTINUOUS REVIEW OF INTELLIGENCE COMMUNITY'S RESPONSIVENESS TO
NATIONAL REQUIREMENTS

Identify KIQ's of NSCIC - level
intelligence users & issue
coordinated FY 74 list.

A-1 Completed: Jan. 4, '74

Develop KIQ Evaluation Process
(KEP) & issue to Intelligence
Community for action w/KIQ list.

A-2 Completed: Feb. 13, '74

Establish a system of relating-
over time community resource
expenditures to KIQs of Users.

A-2A Target Date: Mar. '75

Provide the Secretariat & Mana-
gerial support to the KIQ Process.

A-2B Target Date: Now to Mar. '75

Review Intelligence Community's
production & analysis results
against first 12 KIQs via KEP.
Determine specific community
performance to answer KIQs.

A-3 Target Date: Jul-Sept. '74

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(PRODUCTION EMPHASIS)

CONTINUOUS REVIEW OF INTELLIGENCE COMMUNITY'S RESPONSIVENESS TO
NATIONAL REQUIREMENTS
(CONTINUED)

Review Intelligence Community's
collection & processing results
against first 12 KIQs via KEP.
Determine specific community
performance to provide adequate
data on KIQs.

A-4 Target Date: Jul-Sep. '74

Determine actual/apparent user
satisfaction with finished intelli-
gence products resulting from
Intelligence Community emphasis
on first 12 KIQs.

A-6 Target Date: Jul-Sept. '74

Insure adequate data processing/
computer support for KEP Baseline
& performance KIQ aggregate analysis
& summary reporting of collection,
processing, analysis & production
efforts against first 12 KIQs.

A-5 Target Date: Jul-Sept. '74

Develop & implement realistic user
evaluation system to ascertain value
to senior users of finished intelli-
gence products resulting from KIQ/
KEP.

A-7 Target Date: Jul-Sept. '74

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DCI PRESIDENTIAL OBJECTIVE A (REVISED) : IMPROVE INTELLIGENCE RESULTS --
(PRODUCTION EMPHASIS)

3

ACHIEVE TECHNICAL IMPROVEMENTS IN ALL NATIONAL INTELLIGENCE
PRODUCTS TO INCREASE RESPONSIVENESS TO NATIONAL USER NEEDS

Improve formats of all National
Intelligence products to increase
responsiveness of Intelligence
Community to senior user needs.

A-8 Target Date: Early '74

Improve production procedures for
all national products to increase
responsiveness of Intelligence
Community to senior user needs.

A-9 Target Date: Early '74

Develop & implement procedure
for determining if changes made
in National Intelligence products
formats & production procedures
have improved responsiveness
to national user needs.

A-10* Target Date: Early '74

* Implied task which is assumed to be basic and essential
to proper support of DCI Objective A.

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(PRODUCTION EMPHASIS)

IMPROVE ALL INTELLIGENCE COMMUNITY PRODUCTS SUBSTANTIVELY

Improve the quality of products throughout the Intelligence Community.

A-11 Target Date: Mar. '75

Establish & maintain a procedure for evaluation of (all)* community analysis efforts.

A-11/12A Target Date: Mar. '75

Establish a coordinated community effort to improve analytical efforts.

A-11/12B Target Date: Mar. '75

* Implied from wording of DCI's instructions.

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 DCI PRESIDENTIAL Approved For Release 2005/12/14 : CIA-RDP80M01082A000800010003-4 RESULTS --
 (PRODUCTION EMPHASIS)

IMPROVE ALL INTELLIGENCE COMMUNITY PRODUCTS SUBSTANTIVELY
 (CONTINUED)

Improve scope of products throughout the Intelligence Community.

A-12 Target Date: Mar. '75

Establish & maintain a procedure for evaluation of (all)* community production activities.

A-12/13A Target Date: Mar. '75

Improve timeliness of products throughout the Intelligence Community.

A-13 Target Date: Mar. '75

Develop & implement procedure for determining what improvements have been made in quality scope & timeliness of community products (other than by KEP)

A-14 ** Target Date: Mar. '75

Insure evaluation of the utility of community intelligence products & advise DCI & NIO of ways & means to improve them.

A-14A Target Date: Mar. '75

* Implied from wording of DCI's instructions.

** Implied task which is assumed to be basic and essential to proper support of DCI Objective A.

DCI PRESIDENTIAL OBJECTIVE B (REVISED) : IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY --(MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH AN EFFECTIVE DCI COMMUNITY COORDINATION MECHANISM FOR
OUTYEARS PLANNING AND ESTIMATING

Monitor and actively participate
in development of JCS-DIA-CIA-
State long and mid-range intelli-
gence planning (and the JCS-DIA
FY 78 planning cycle.)

B-O* Target Date: Jun. '75

Issue specific planning objectives
to the Intelligence Community to
support all intelligence activities'
planning and programming (DCI's
Planning Perspectives).

B-1 Target Date: Mid-74

Provide a focal point for DCI
planning activity for the community
and for the drafting and circulation
of appropriate DCI guidance papers
including the DCI Perspectives.

B-1A Target Date: Continuous

Issue specific objectives to the
Intelligence Community to provide
DCI-approved and USIB-coordinated
list of prioritized intelligence targets
for all Intelligence Community plan-
ning and programming. (DCIC 1/2.)

B-2 Target Date: Dec. '74

* BO designation identifies tasks which are assumed to be basic and essential
to proper support of DCI Objective B.

DCI PRESIDENTIAL OBJECTIVE B (REVISED) : IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY --(MANAGEMENT IMPROVEMENT EMPHASIS)

STRENGTHEN THE DCI'S PERSONAL STAFFS

Restructure and strengthen the Intelligence Community Staff as part of the DCI's personal staff.

B-3 Target Date: 15 Oct. '73

Structure and strengthen the National Intelligence Officers mechanism as part of the DCI's personal staff.

B-4 Target Date: 15 Oct. '73

Provide the DCI independent management support in community affairs through operation of the Intelligence Community Staff.

B-5 Target Date: Continuous

Provide the DCI independent substantive intelligence support in community affairs through the National Intelligence Officer system.

B-6 Target Date: Continuous

Create and maintain multi-Agency staff to assist Intelligence Community entities in resolution of management and procedural problems.

B5-C Target Date: Mar. '75

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DCI PRESIDENTIAL OBJECTIVE B (REVISED: IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY - (MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH AN EFFECTIVE LEADERSHIP ROLE IN NSCIC

Participate actively in NSCIC deliberations and actions (DCI serves as NSCIC Vice Chairman).

B-7 Target Date: Continuous

Energize and improve the NSCIC community intelligence coordinating mechanism.

B7A Target Date: Mar. '75

Provide active leadership and Secretariat support for the NSCIC Working Group through the Intelligence Community Staff.

B-8 Target Date: Continuous

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DCI PRESIDENTIAL OBJECTIVE B (REVISED) : IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY --(MANAGEMENT IMPROVEMENT EMPHASIS)

IMPROVE USIB EFFECTIVENESS AS PRIMARY DCI COMMUNITY COORDINATION MECHANISM
FOR SUBSTANTIVE INTELLIGENCE MANAGEMENT

Insure a dynamic and forceful community
role for USIB. (DCI serves as Chair-
man and IC Staff monitors activities
of Committees).

B-10 Target Date: Continuous

~~Review USIB Committee structure
by 31 Dec. '73 as basis for possible
reorganization recommendations.~~

~~B-11 Target Date: 31 Dec. '73~~

Insure that the USIB Security
Committee develops more efficient
compartmentation and procedures.

B12A Target Date: 30 Jun. '74

Energize and improve USIB Community
Intelligence coordinating mechanisms.

B10A Target Date: Mar. '75

Direct USIB and/or Committee
changes to increase USIB effective-
ness as advisor to the DCI on
national requirements.

B-12 Target Date: Mar. '75

Implement a special procedure with
USIB for continuous review of
intelligence collection and production
requirements for introduction of
new requirements as needed and
automatic elimination of out-of-date
requirements.

E-1 Target Date: Continuous

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DCI PRESIDENTIAL OBJECTIVE B (REVISED) : IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY --(MANAGEMENT IMPROVEMENT EMPHASIS)

IMPROVE PERSONNEL MANAGEMENT IN INTELLIGENCE COMMUNITY

Review all programs for personnel
management in Intelligence Community
and develop methods to improve
quality of intelligence personnel.

B-13 Target Date: Mar. '75

Implement methods and procedures
to improve overall personnel
management throughout the
community.

B-14 Target Date: Mar. '75

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DCI PRESIDENTIAL OBJECTIVE B (REVISED) : IMPROVE DCI's AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY --(MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH IRAC AS PRIMARY DCI COMMUNITY COORDINATION
MECHANISM FOR INTELLIGENCE RESOURCES MANAGEMENT

Insure a dynamic and forceful community
role for IRAC. (DCI serves as Chairman
and IC Staff supports Working Group.)

B-9 Target Date: Continuous

Identify and provide improvements
in interagency sharing and mutual
assistance in data processing, for
IRAC coordination with program
managers. (IRAC W/G aided by
IHC.)

B9B Target Date: 30 Jun. '74

Identify and provide improvements
in interagency sharing and mutual
assistance in Logistics, for IRAC
coordination with program managers
(IRAC W/G.)

B9D Target Date: 30 Jun. '74

Energize and improve IRAC community
Intelligence coordinating mechanism.

B9-A Target Date: Mar. '75

Identify and provide improvements
in interagency sharing and mutual
assistance in communications, for
IRAC coordination with program
managers. (IRAC W/G.)

B9C Target Date: 30 Jun. '74

Identify and provide improvements
in interagency sharing and mutual
assistance in administrative training
techniques, for IRAC coordination
with program managers. (IRAC
W/G.)

B9E Target Date: 30 Jun. '74

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DCI. PRESIDENTIAL OBJECTIVE B (REVISED): IMPROVE DCI's AUTHORITATIVE AND RESPONSIBLE LEADERSHIP IN COMMUNITY--(MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH IRAC AS PRIMARY DCI COMMUNITY COORDINATION
MECHANISM FOR INTELLIGENCE RESOURCES MANAGEMENT
(CONTINUED)

Insure that IRAC makes a quarterly review of actual use of assigned and operational intelligence resources throughout the Intelligence Community, as basis for DCI program recommendations.

C-10 Target Date: Mar. '75

Develop system for annual financial plans against which program managers can report to IRAC quarterly on current expenditures and pertinent management actions (IRAC W/G).

C-10A Target Date: Mar. '75

Insure that IRAC develops plans to apply analytical systems to evaluate comparative input and costs of specific collection, processing and production activities to satisfy DCI objectives (IC Staff).

C-10B Target Date: 30 Jun. '74

Develop programs of resource-related studies to guide management for current and future years (for IRAC coordination with program managers).

C-12A Target Date: Mar. '75

Achieve greater resource flexibility across program lines and insure that IRAC recommends specific actions to obtain such flexibility (for IRAC coordination with program managers). (IRAC W/G.)

C-12B Target Date: Mar. '75

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DCI PRESIDENTIAL OBJECTIVE B (REVISED) : IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY -(MANAGEMENT IMPROVEMENT EMPHASIS)

MISCELLANEOUS MANAGEMENT ACTIVITIES

Prepare the Community Annual
Report.

B-5A Target Date: Dec. '74(?)

Provide Secretariat function for
the objectives the DCI undertakes
for the President.

B-5D Target Date: Continuous

Provide the Secretariat function
for the USIB & IRAC.

B-9/10A Target Date: Continuous

Assure satisfaction of PFIAB require-
ments for intelligence and evaluation
information.

B-5B Target Date: Mar. '75

Establish coordinated Intelligence
Community effort to improve quality
and acceptability of outside sub-
stantive research.

B-5E Target Date: Mar. '75

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DCI PRESIDENTIAL OBJECTIVE B (REVISED) : IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY --(MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH AND MAINTAIN A VIABLE DCI PROGRAM/ BUDGETARY PROCESS AS A
PRIMARY COMMUNITY COORDINATION MECHANISM FOR FINANCIAL MANAGEMENT
AND CONTROL

Establish and maintain procedures
for evaluation of (all)* Intelligence
Community efforts in resources
utilization.

B-9I Target Date: Mar. '75

Prepare "back-up" & special summaries
of Intelligence Community
activities and results to support
DCI in Congressional and other
appearances.

C-2 Target Date: Continuous

Review all National Intelligence
programs for utility and performance
as basis for development of annual
NFIBR and DCI's programming
and budgetary actions.

C-4 Target Date: Continuous

Support the President's annual
budget at Congressional hearings,
etc.

(REVISED)

C-1 Target Date: Continuous

Develop FY 1975 (-FY 1980) National
Foreign Intelligence Budget recom-
mendations (NFIBR) for DCI trans-
mittal to OMB & the President.

C-3 Target Date: Dec. '74

Establish and maintain procedures
for evaluation of (all)* Intelligence
Community reports in resources
utilization.

C-4A Target Date: Mar. '75

* Implied from wording of basic DCI Instruction.

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DCI PRESIDENTIAL OBJECTIVES B (REVISED) : IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP
IN COMMUNITY -- (MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH AND MAINTAIN A VIABLE DCI PROGRAM/BUDGETARY PROCESS AS A
PRIMARY COMMUNITY COORDINATION MECHANISM FOR FINANCIAL MANAGEMENT
AND CONTROL
(CONTINUED)

Actively monitor and participate
in development of DOD consolidated
Defense Intelligence Program and
budget for FY 76 and insure appro-
priate DCI input based on FY 75
NFIBR, etc.

C-5 Target Date: Dec. '74

Actively monitor and participate
in development of CIA and State
Intelligence Programs and budgets
for FY 76 and insure appropriate
DCI input based on FY 75 NFIBR,
etc.

C-6 Target Date: Dec. '74

Improve, annually update
and maintain the consolidated
intelligence resources information
systems (CIRIS) to provide a
community-wide standardized
data bank for all intelligence
resources.

C-7 Target Date: Continuous

Actively monitor and participate
in development of CDIP planning
for FY 77 DOD PPBS cycle, based
on DCID 1/2 and related DCI
planning.*

C-8* Target Date: Dec. '74

Actively monitor and participate
in development of CIA and State
program planning for FY 77 cycle
based on DCID 1/2 and related
DCI planning objectives.*

C-9* Target Date: Dec. '74

* Implied tasks which are assumed to be basic
and essential to proper support of DCI Objectives.

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DCI PRESIDENTIAL OBJECTIVE C (REVISED) : IMPROVE EFFICIENCY OF INTELLIGENCE
COLLECTION RESOURCES USE -- (COLLECTION/PROCESSING EMPHASIS)

DEVELOP AND MAINTAIN COLLECTION/PROCESSING EVALUATION SYSTEM

Establish & maintain procedures for
evaluations of (all)* Intelligence
Community collection activities.

C-11/12A Target Date: Mar. '75

Establish & maintain procedures for
evaluation of (all)* Intelligence
Community processing activities.

C-11/12B Target Date: Mar. '75

* Implied from wording of DCI's instructions.

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DCI PRESIDENTIAL OBJECTIVE C (REVISED) : IMPROVE EFFICIENCY OF INTELLIGENCE
COLLECTION RESOURCES USE -- (COLLECTION/PROCESSING EMPHASIS)

17

CONDUCT COORDINATED INTELLIGENCE COMMUNITY RESEARCH & DEVELOPMENT PROGRAMS

~~Establish an R&D Council as IRAC Subcommittee to insure coordinated R&D planning & program recommendations throughout the Intelligence Community.~~

~~C-13 Target Date: 15 Oct. '73~~

Energize & improve the IRAC R&D Council as a Community coordinating mechanism.

C-14A Target Date: Mar. '75

~~Instruct IRAC R&D Council to recommend overall R&D planning & programming strategy to insure advance identification & consideration of intelligence needs, gaps, resource deficiencies, duplications & cross-programming.~~

~~C-15 Target Date: 1 Jan. '74~~

Insure that IRAC R&D Council reviews all R&D activities funded by National Intelligence Programs & identifies current R&D efforts, their costs, purpose & OPI.

C-14 Target Date: July '74

Insure that IRAC R&D Council explores new techniques, identifies technological gaps & resources deficiencies, eliminates duplication of effort & provides for the appropriate transfer of technology within the Intelligence Community.

C-14B Target Date: Mar. '75

Insure that R&D Council develops & conducts overall R&D studies to support future intelligence needs to eliminate technological gaps, resource deficiencies, duplications & stresses cross-program transference.

C-16 Target Date: Continuous

SIMILAR TASKS
CONSOLIDATED

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DCI PRESIDENTIAL OBJECTIVE C (REVISED) : IMPROVE EFFICIENCY OF INTELLIGENCE
COLLECTION RESOURCES USE -- (COLLECTION/PROCESSING EMPHASIS)

CONDUCT PROGRAM ISSUES STUDIES OF COLLECTION/PROCESSING PROGRAMS

Define, conduct & complete major
program issue studies in all pertinent
collection & processing areas with
USIB advice & support as a basis
for NFIBR & DCI program recom-
mendations.

C-11 Target Date: Jul. '75

Define, conduct & complete major
program issue studies in all pertinent
collection & processing areas with
IRAC advice & support as a basis
for the NFIBR & DCI programming
recommendations.

C-12 Target Date: Jul. '74

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DCI PRESIDENTIAL OBJECTIVE D (REVISED): IMPROVE ASSIGNMENT OF INTELLIGENCE FUNCTIONS
IN COMMUNITY -- (MODERNIZATION EMPHASIS)

DETERMINE WORTH OF INTELLIGENCE COMMUNITY PRODUCTS TO USERS

Conduct specific studies to evaluate (all)* intelligence products to determine their worth (value) to users in supporting their policy, programming and/or operational requirements.

D-1 Target Date: Mar. '75

Develop and implement an effective method to determine worth of intelligence activities from standpoint of user satisfaction.

D-2 Target Date: Dec. '74

Evaluate usefulness of Intelligence Community products to net assessment producers and users. Monitor and assist DOD in conducting final study.

D-10 Target Date: Mar. '75

* Implied from wording of DCI Objective.

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DCI PRESIDENTIAL OBJECTIVE D (REVISED): IMPROVE ASSIGNMENT OF INTELLIGENCE FUNCTIONS
IN COMMUNITY -- (MODERNIZATION EMPHASIS)

IMPROVE EFFICIENCY OF INTELLIGENCE COMMUNITY ACTIVITIES

Increase usefulness and efficiency of COINS and related Information Handling Systems through improved planning, programming and technical advancements to support all Intelligence Community requirements.

~~D-1~~ Target Date: Mar. '75

Eliminate marginal processing activities throughout the Intelligence Community, after thorough study and evaluation of processing systems operations.

D-4 Target Date: Mar. '75

Eliminate marginal collection activities throughout Intelligence Community, after thorough study and evaluation of collection systems operation against requirements.

D-3 Target Date: Mar. '74

Eliminate marginal production activities throughout Intelligence Community, after thorough study and evaluation of production procedures and results.

D-5 Target Date: Mar. '75

DCI PRESIDENTIAL OBJECTIVE D (REVISED): IMPROVE ASSIGNMENT OF INTELLIGENCE FUNCTIONS
IN COMMUNITY --(MODERNIZATION EMPHASIS)

IMPROVE EFFICIENCY OF INTELLIGENCE COMMUNITY ACTIVITIES
(CONTINUED)

Conduct Community-wide study of indications and warning intelligence activities to determine optimum Division of Labor and increase number of common services within Community.

D-6 Target Date: 1 Mar. '75

Conduct Community-wide study of current intelligence reporting to determine optimum Division of Labor and increase number of common services within Community.

D-8 Target Date: Mar. '75

Conduct Community-wide study of ELINT processing and exploitation activities to determine Division of Labor and increase number of common services within Community.

D-7 Target Date: Mar. '75

Conduct Community-wide study of HUMINT operations and Foreign Service reporting to determine optimum Division of Labor and increase number of common services within Community.

D-9 Target Date: Mar. '75

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DCI PRESIDENTIAL OBJECTIVE D (REVISED): IMPROVE ASSIGNMENT OF INTELLIGENCE FUNCTIONS
IN COMMUNITY--(MODERNIZATION EMPHASIS)

REVIEW AND DETERMINE OPTIMUM NATIONAL/TACTICAL INTELLIGENCE
INTERFACE & MIX

Submit an overall report (to
President/OMB/DOD on National/
Tactical Intelligence Interface).

D-11 Target Date: 31 Mar. '74

Ask DOD and JCS to review overall
requirements for in-place Military
Intelligence assets and to identify
intelligence support which national
assets can provide Military Forces.

D-12 Target Date: Feb. '74

Identify type and amounts of
intelligence from national
assets which can be provided
in timely and usable form to
Military Commanders.

D-14 Target Date: Feb. '74

Improve visibility of tactical
intelligence resources for DCI
review.

D-11A Target Date: Mar. '75

Determine contributions to National
Intelligence effort which in-place
Military Intelligence can make
(program managers will aid
this study).

D-13 Target Date: Feb. '74

Develop recommendations with
SecDef to insure optimum
National/Tactical Intelligence
relationships and to insure
needs of both levels are met
without unnecessary duplication
or overlap.

D-15 Target Date: Early '74

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DCI PRESIDENTIAL OBJECTIVE E (REVISED): INTELLIGENCE MUST ENHANCE FORMULATION
OF U.S. GOVERNMENT POLICIES & DECISIONS -(APPLICATION OF INTELLIGENCE EMPHASIS)

INSURE OPTIMUM INTELLIGENCE SUPPORT OF U.S. FOREIGN POLICIES

Determine actual utility and/or effectiveness of present U.S. Intelligence Community reports & estimates in formulation of U.S. foreign policies.

EO-1

Target Date: Mar. '75

Develop & implement practical method to effectively sample and/or determine value and/or use of intelligence reports & estimates in formulation of U.S. foreign policies.

EO-2

Target Date: Jan. '75

* EO designation identifies tasks which are assumed to be basic and essential to proper support of DCI Objective E.

DCI PRESIDENTIAL OBJECTIVE E (REVISED) : INTELLIGENCE MUST ENHANCE FORMULATION
OF U.S. GOVERNMENT POLICIES & DECISIONS - (APPLICATION OF INTELLIGENCE EMPHASIS)

INSURE OPTIMUM INTELLIGENCE SUPPORT OF MILITARY PLANNING, POLICIES
AND OPERATIONS

Determine usefulness of present
Intelligence Community products,
reports and estimates in formulation
of U.S. military policies.

EO-3A* Target Date: Mar. '75

Determine usefulness of all Intelli-
gence Community products, reports,
and estimates in planning for an
conduct of operations by U.S.
military forces.

EO-3B* Target Date: Mar. '75

Develop and implement practical
method to effectively sample and/or
determine actual value and/or use
of national intelligence products,
reports in supporting military
policies, plans. and conduct of
operations by military commanders.

EO-3C* Target Date: Jan. '75

* EO designation identifies tasks which are assumed to be
basic and essential to proper support of DCI Objective E.

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DCI PRESIDENTIAL OBJECTIVE E (REVISED): INTELLIGENCE MUST ENHANCE FORMULATION
OF U.S. GOVERNMENT POLICIES & DECISIONS -(APPLICATION OF INTELLIGENCE EMPHASIS)

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INSURE OPTIMUM INTELLIGENCE SUPPORT OF MILITARY PLANNING, POLICIES
AND OPERATIONS
(CONTINUED)

Ask DOD to identify 10 highest priority
technical intelligence needs required
by their JCS/Service planners.

E-2 Target Date: 1 Nov. '73

Prepare for NSCIC approval intelligence
production programs on USSR & Chinese
military R&D.

E-4 Target Date: 31 Mar. '74

Insure Intelligence Community emphasis
on 10 highest priority technical intelli-
gence needs of DOD/JCS/Service planners.

E-3 Target Date: Feb. '74

Prepare for NSCIC approval intelligence
production programs on Warsaw Pact
general purpose effectiveness.

E-5 Target Date: 31 Mar. '74

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DCI PRESIDENTIAL OBJECTIVE E (REVISED) : INTELLIGENCE MUST ENHANCE FORMULATION
OF U.S. GOVERNMENT POLICIES & DECISIONS - (APPLICATION OF INTELLIGENCE EMPHASIS)

INSURE OPTIMUM INTELLIGENCE SUPPORT OF U.S. ECONOMIC POLICIES

Determine utility and/or value
of present U.S. Intelligence
Community reports & estimates in
formulation of U.S. Government
economic policies.

EO-6A* Target Date: Mar. '75

Energize Requirements Advisory Board
(RAB) and assign it as a NSCIC Working
Group to serve as the senior U.S.
Government mechanism establishing
economic intelligence policy, and
covert requirements.

EO-7A* Target Date: 1 Aug. '74

~~Identify the current needs of users
of foreign economic intelligence.~~

~~E-6 Target Date: 31 Dec. '73~~

Develop practical method to
effectively sample and/or deter-
mine value or use of intelligence
reports and estimates in formula-
tion of U.S. Government economic
policies.

EO-6B* Target Date: Jan. '75

Strengthen the Secretariat of the USIB
Economic Intelligence Committee
(EIC) to improve community economic
intelligence collection tasking, etc.

EO-8A* Target Date: 15 June '74

Determine contribution the Intelli-
gence Community can make in
foreign economic intelligence area
(in coordination with other federal
agencies).

E-7 Target Date: 31 Mar. '74

* EO designation identifies tasks which are assumed to be
basic and essential to proper support of DCI Objective E.

DCI PRESIDENTIAL OBJECTIVE E (REVISED) : INTELLIGENCE MUST ENHANCE FORMULATION
OF U.S. GOVERNMENT POLICIES & DECISIONS -(APPLICATION OF INTELLIGENCE EMPHASIS)

INSURE OPTIMUM INTELLIGENCE SUPPORT OF U.S. ECONOMIC POLICIES
(CONTINUED)

Determine appropriate resource levels
for collection and production of required
Foreign Economic Intelligence and through
USIB assign responsibilities for action.

E-8 Target Date: 31 Mar. '74

Implement overall Foreign Economic
Intelligence collection and production
plan.

E-9 Target Date: 31 Mar. '74

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DCI PRESIDENTIAL DIRECTIVE E-1204: INTELLIGENCE MODERNIZATION FORMULATION
OF U.S. GOVERNMENT POLICIES & DECISIONS -(APPLICATION OF INTELLIGENCE EMPHASIS)

IMPROVE SPECIALIZED INTELLIGENCE SUPPORT

Identify needs for Foreign Intelligence on narcotics activities throughout world which may threaten U.S. interests & people.

E-10 Target Date: 1 Jan. '74

Identify need for Foreign Intelligence on terrorism activities throughout world which may threaten U.S. interests.

E-11 Target Date: 1 Jan. '74

Assign sufficient collection and production assets to properly support all users of intelligence on narcotics activities which may threaten U.S. interests or people (within present capabilities after coordination with other federal agencies).

E-12 Target Date: 1 Jan. '74

Assign sufficient collection and production assets to properly support all users of intelligence on world-wide terrorism which may threaten U.S. interests (within present capabilities after coordination with other federal agencies).

E-13 Target Date: 1 Jan. '74

Determine appropriate assignment of responsibilities and new resource levels that should be devoted to optimum Intelligence Community support of Foreign Intelligence on narcotics & terrorism.

E-14 Target Date: 1 Jan. '74

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DCI PRESIDENTIAL OBJECTIVE A (REVISED): IMPROVE INTELLIGENCE RESULTS -- (PRODUCTION EMPHASIS)

CONTINUOUS REVIEW OF INTELLIGENCE
COMMUNITY'S RESPONSIVENESS TO
NATIONAL REQUIREMENTS

PRD

ACHIEVE TECHNICAL IMPROVEMENTS
IN ALL NATIONAL INTELLIGENCE
PRODUCTS TO INCREASE RESPONSIVE-
NESS TO NATIONAL USER NEEDS

PRD

IMPROVE ALL INTELLIGENCE
COMMUNITY PRODUCTS SUBSTANTIVELY

PRD

DCI PRESIDENTIAL OBJECTIVE B (REVISED): IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP IN COMMUNITY--(MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH AN EFFECTIVE DCI COMMUNITY
COORDINATION MECHANISM FOR OUT-
YEARS PLANNING AND ESTIMATING

MPRRD

ESTABLISH AND MAINTAIN A VIABLE DCI
PROGRAM/BUDGETARY PROCESS AS A PRIMARY
COMMUNITY COORDINATION MECHANISM FOR
FINANCIAL MANAGEMENT AND CONTROL

MPRRD

IMPROVE USIB EFFECTIVENESS AS
PRIMARY DCI COMMUNITY COORDINA-
TION MECHANISM FOR SUBSTANTIVE
INTELLIGENCE MANAGEMENT

ALL

ESTABLISH AN EFFECTIVE LEADERSHIP
ROLE IN NSCIC FOR THE DCI

ALL

ESTABLISH IRAC AS PRIMARY
DCI COMMUNITY COORDINATION
MECHANISM FOR INTELLIGENCE
RESOURCES MANAGEMENT

MPRRD

MISCELLANEOUS MANAGEMENT
ACTIVITIES

COOR/SEC-PRD

STRENGTHEN THE DCI'S
PERSONAL STAFFS

ALL

IMPROVE PERSONNEL MANAGEMENT
IN INTELLIGENCE COMMUNITY

PRD

DCI PRESIDENTIAL OBJECTIVE C (REVISED): IMPROVE EFFICIENCY OF INTELLIGENCE COLLECTION RESOURCES USE --(COLLECTION/PROCESSING EMPHASIS)

DEVELOP AND MAINTAIN COLLECTION/
PROCESSING EVALUATION SYSTEM

CPAD

CONDUCT COORDINATED INTELLI-
GENCE COMMUNITY RESEARCH
AND DEVELOPMENT PROGRAMS

CPAD

CONDUCT PROGRAM ISSUES
STUDIES OF COLLECTION/
PROCESSING PROGRAMS

CPAD

DCI PRESIDENTIAL OBJECTIVE D (REVISED): IMPROVE ASSIGNMENT OF INTELLIGENCE FUNCTIONS IN COMMUNITY--(MODERNIZATION EMPHASIS)

DETERMINE WORTH OF INTELLIGENCE
COMMUNITY PRODUCTS TO USERS

PRD

IMPROVE EFFICIENCY OF INTELLI-
GENCE COMMUNITY ACTIVITIES

ALL

REVIEW AND DETERMINE
OPTIMUM NATIONAL/TACTICAL
INTELLIGENCE INTERFACE & MIX

ALL

DCI PRESIDENTIAL OBJECTIVE E (REVISED): INTELLIGENCE MUST ENHANCE FORMULATION OF U.S. GOVERNMENT POLICIES & DECISIONS(APPLICATION OF INTELLIGENCE EMPHASIS)

INSURE OPTIMUM INTELLIGENCE
SUPPORT OF U.S. FOREIGN POLICIES

PRD

INSURE OPTIMUM INTELLIGENCE
SUPPORT OF MILITARY PLANNING,
POLICIES AND OPERATIONS

PRD

INSURE OPTIMUM INTELLIGENCE
SUPPORT OF U.S. ECONOMIC POLICIES

PRD

CAUSES FOR LACK OF ACTION ON DCI
OBJECTIVES/TASKS

1. OBJECTIVES TOO GENERAL AND BROAD
2. REASONABLE/ATTAINABLE PROGRESS POINTS NOT LISTED
3. OBJECTIVES NOT DIVIDED INTO SPECIAL TASKS
4. NO TASK ASSIGNMENTS THROUGHOUT COMMUNITY
5. OBSCURE COMPLETION DATES
6. NO REPORTING PROCEDURES TO DCI
7. NO DCI FOLLOW-UP (PERIODIC)
8. OVERLAP AND DUPLICATION BETWEEN
DCI OBJECTIVES LIST
IRAC MANAGEMENT OBJECTIVES
DCI INSTRUCTIONS TO D/DCI/IC
9. FUTURE COMPLETION DATES

CAUSES FOR LACK OF ACTION ON DCI
OBJECTIVES/TASKS

1. OBJECTIVES TOO GENERAL AND BROAD
2. REASONABLE/ATTAINABLE PROGRESS POINTS NOT LISTED
3. OBJECTIVES NOT DIVIDED INTO SPECIAL TASKS
4. NO TASK ASSIGNMENTS THROUGHOUT COMMUNITY
5. OBSCURE COMPLETION DATES
6. NO REPORTING PROCEDURES TO DCI
7. NO DCI FOLLOW-UP (PERIODIC)
8. OVERLAP AND DUPLICATION BETWEEN
DCI OBJECTIVES LIST
TRAC MANAGEMENT OBJECTIVES
DCI INSTRUCTIONS TO D/DCI/IC
9. FUTURE COMPLETION DATES

A-2A - CAUSE 9
 A-3 - CAUSE 9
 A-6 - CAUSE 2 & 4
 A-10 - CAUSE 2,3,& 4
 A-12 - CAUSE 1,2,3, & 8
 A-12/BA CAUSE 4 & 8

B-0 - CAUSE 3 & 9
 B-5A - CAUSE 5
 B-5C - CAUSE 2 & 3
 B-7A - CAUSE 1 & 2
 B-9A - CAUSE 1 & 2
 B-9D - CAUSE 1 & 3
 B-10A - CAUSE 1 & 2
 B-14 - CAUSE 1, 2, 3, & 5

C-3 - CAUSE 9
 C-4 - CAUSE 1, 2, 3, & 4
 C-4A - CAUSE 1, 2, 3, & 5
 C-5 - CAUSE 9
 C-8 - CAUSE 9
 C-9 - CAUSE 9

D-2 - CAUSE 1, 2, 3 & 5
 D-5 - CAUSE 1, 2, 3, 5 & 8
 D-11 - CAUSE 7 & 9

EO-1 - CAUSE 3, 4, & 6
 EO-2 - CAUSE 3, 4, & 6
 EO-3A - CAUSE 2, 3, 5, & 7
 EO-3B - CAUSE 2, 3, 5, & 7
 EO-3C - CAUSE 2, 3, 5, & 7
 E-2 - CAUSE 6 & 7
 E-3 - CAUSE 6 & 7
 EO-6A - CAUSE 3, 4, & 6
 EO-6B - CAUSE 3, 4 & 6

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ATTACHMENT 6

MANAGEMENT TASKS COMPLETED IN FY 1974 AND RECOMMENDED FOR ELIMINATION

- A-1 IDENTIFY KIQs OF NSCIC-LEVEL INTELLIGENCE USERS AND ISSUE COORDINATED FY 74 LIST.
- A-2 DEVELOP KIQ EVALUATION PROCESS (KEP) AND ISSUE TO INTELLIGENCE COMMUNITY FOR ACTION WITH KIQ LIST.
- B-2 ISSUE SPECIFIC OBJECTIVES TO THE INTELLIGENCE COMMUNITY TO PROVIDE DCI-APPROVED AND USIB-COORDINATED LIST OF PRIORITIZED INTELLIGENCE TARGETS FOR ALL INTELLIGENCE COMMUNITY PLANNING AND PROGRAMMING (DCID 1/2).
- B-3 RESTRUCTURE AND STRENGTHEN THE INTELLIGENCE COMMUNITY STAFF AS PART OF THE DCI'S PERSONAL STAFF.
- B-4 STRUCTURE AND STRENGTHEN THE NATIONAL INTELLIGENCE OFFICERS MECHANISM AS PART OF THE DCI'S PERSONAL STAFF.
- B-11 REVIEW USIB COMMITTEE STRUCTURE BY 31 DECEMBER 1973 AS BASIS FOR POSSIBLE REORGANIZATION RECOMMENDATIONS.
- C-13 ESTABLISH AS R&D COUNCIL AS IRAC SUBCOMMITTEE TO INSURE COORDINATED R&D PLANNING AND PROGRAM RECOMMENDATIONS THROUGHOUT THE INTELLIGENCE COMMUNITY.
- C-15 INSTRUCT IRAC R&D COUNCIL TO RECOMMEND OVERALL R&D PLANNING AND PROGRAMMING STRATEGY TO INSURE ADVANCE IDENTIFICATION AND CONSIDERATION OF INTELLIGENCE NEEDS, GAPS, RESOURCES DEFICIENCIES, DUPLICATIONS AND CROSS-PROGRAMMING.
- E-6. IDENTIFY THE CURRENT NEEDS OF USERS OF FOREIGN ECONOMIC INTELLIGENCE.

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